PERSPECTIVES

NEWS OF INTEREST TO MEMBERS OF THE PITTSBURGH HUMAN RESOURCES ASSOCIATION

PHRA

AUGUST 2004

SHRM 56th Annual Conference offers a Queen, a former "personnel trainee" now CEO, an actor/advocate, a famous author & a PHRA member!

The SHRM Conference in New Orleans in late June provided 13,000 attendees with much more than rain and humidity.

Here's a taste of the Conference which was attended by a number of PHRA members:

In the opening General Session Her Majesty Queen Noor of Jordan challenged HR professionals to change the world. She urged HR leaders to look beyond their cubicles to communities near and far where basic human needs are denied by war, famine and other ills.

Actor and director Christopher Reeve inspired Monday's General Session audience by recounting how he and his family have learned to cope with his paralysis, and how that struggle has reinforced his philosophies about directing movies and managing people.

David Hathcox

Queen Noor of Jordan

Reeve, who is in New Orleans directing a movie for the Arts and Entertainment network, credited the quick SHRM response that located and invited him as a substitute for Magic Johnson, who on Friday canceled his scheduled appearance. "An essential component of good management is how to go to Plan B real quickly," he joked, adding that he is a fan of Johnson and will "make sure to give him a call and tell him he missed a great opportunity."

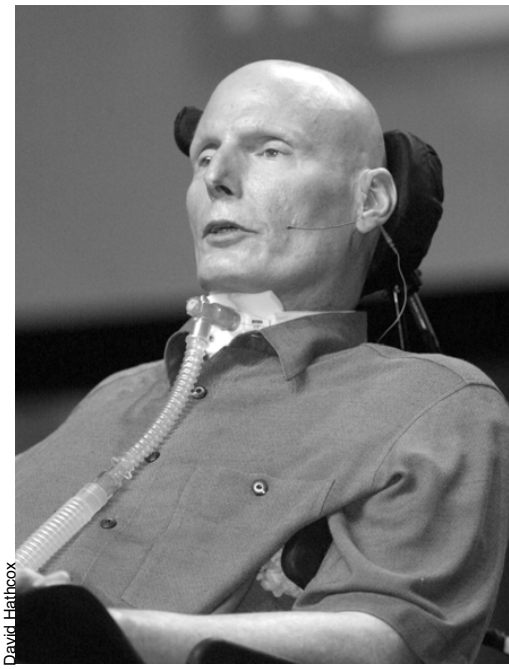
In a captivating speech that earned him a standing ovation, Reeve drew parallels between the horseback riding accident that paralyzed him in 1995 at age 42 and crisis management efforts often faced in business.

Our own Lynn Nemser, SPHR, president of consulting firm Partners in Performance Inc. , got a feature article in the Conference Daily Newspaper highlighting her Tuesday Conference session, "Recruiting with Retention in Mind."

According to the article by David P. Marino-Nachison, strategies suggested by Nemser included:

• Set up tools that enable you to screen candidates for their "value fit" as well as their skills and qualifications. While you can always train employees for missing or subpar skills, Nemser said, "When you don't have a fit for values, what can you do?" Remember, however, that "when you start asking these questions, you have to be ready to walk away from a candidate." That's why it's important, when asking questions meant to get at a candidate's values, to be sure that you know the answers you are looking for-and if you don't get them, ask again to be sure.

• Rather than conducting exit interviews as a former employee is heading out the door, wait a month to 90 days to do a "post-exit" survey. This lets you collect data from departing workers after the emotion of their leaving has died down. After you've used surveys to identify trends and themes, mix in some follow-up interviews for color.



David Hathcox

Christopher Reeve

• Choose the right retention strategy. Chances are, your organization won't be able to do them all. As a result, Nemser said, choose carefully-and consider looking inward for strategies best-tuned to the needs and goals of your organization, rather than first looking outward for benchmarks.

When you look outward, she said, "you tend to get overwhelmed, and you tend to use what everybody else is doing, whether or not it fits with your organization. You've got to pick the ones that work for you."

Senior consultant for the Gallup Organization and best-selling business author (First Break All the Rules) Marcus Buckingham told an "intimate little gathering" of thousands of human resource professionals in Tuesday's General Session that "We've got to do a better job of really engaging our folks.

Employees hit their sweet spot-are fully engaged-when they feel competent, focused and confident.

Great selection and training develop competence. Great managers ensure that workers are focused, that they know what's expected of

Continued of page 4

AFFILIATE OF

HR

SOCIETY FOR HUMAN RESOURCE MANAGEMENT

What's Inside

Point of View.....2
Viewpoint.....4
IT Hiring.....6
End of Retirement.....7
PHRA Conference.....8
Emerging Trends Report.....9
Corporate Coach.....10
Committee Updates.....10
Prepare for a Future.....11
Weirdos in the Workplace.12
On The Move.....12
Pittsburgh's Finest.....12
Women in Business.....13
New Members.....13
Power of Simplicity.....14
Health Savings Metting.....15
Promoting Certification.....15
Labor Relations Act.....16
Networking Events.....17
Camera Phones.....18
Leadership Development Agenda.....19

PHRA

THE PREMIER HUMAN RESOURCES ASSOCIATION IN THE REGION

President.....**Peter J. Ennis, Esq., SPHR**
Klett Rooney Lieber & Schorling, PC

President Elect.....**John Oliverio, SPHR**
ADVO, Inc.

Vice President at Large.....**Kelly Scott**
Venturi Staffing Partners

Vice President at Large.....**Cheryl Bean**
Compass

Vice President/Secretary.....**Mark Marsen, SPHR**
Pediatrics South

Vice President/Treasurer.....**Kathleen Green**
SMC Business Councils

Annual Conference.....**Faith Stipanovich, PHR, Chair**
OMNOVA Solutions, Inc.

Communications.....**Debbie Keenan, PHR, Co-Chair**
Reed Smith LLP
Carolyn Mariano, PHR, Co-Chair
Reed Smith LLP
Sandy Copeland, Co-Chair
Residence Inn by Marriott

Emerging Trends.....**Chris Ramsey, Esq., Co-Chair**
Morgan Lewis & Bockius
Al Gallagher, SPHR, Co-Chair
The Competitive Edge

Learning & Professional Development.....**Brenda Kuntz, Chair**
Pittsburgh Regional Alliance
Marijane Treacy, Esq., Vice Chair
Jackson Lewis

HRCI Classes.....**Michele Graycar, PHR**
Chelsea Building Products

Membership & Diversity.....**Jeff Jameson, Chair**
Victoria Dugan, Vice Chair
Ajilon Office Staffing

Networking.....**Lynn Broman, PHR**
Value Behavioral Health of Pa.
Bob Padgett, SPHR, Vice Chair
S. R. Snodgrass, A.C.

Nominating.....**Lisa Varley, SPHR**
NOVA Chemicals, Inc.
PHRA Past President

Executive Director.....**Lori Bello**

Administrative Associate.....**Beth Brozinski**

Publishing Services..**Tribune-Review Publishing Co.**

Contributing to this issue:
Jim Carroll; Richard Canciello, Esq.; Martha Finney; Phyllis Hartman, SPHR; Ralph Jacobson; Jeff Jameson; Jeanne Palmer; Chris Posti; Chris Ramsey, Esq.; Kathryn Terrell, PHR, Michael Testa

Perspectives is the official publication of the Pittsburgh Human Resources Association and is published bimonthly by the Editors. Articles, inquires or comments can be sent to D. Keenan or C. Mariano, Editors, c/o PHRA, 425 Sixth Avenue, Suite 1650, Pittsburgh, PA 15219 or dkeenan@reedsmith.com or cmariano@reedsmith.com. Any documents submitted become the property of PHRA.

The ideas expressed are those of the individual writers, not the members of board of directors of the Pittsburgh Human Resources Association, and should not be viewed as legal advice.

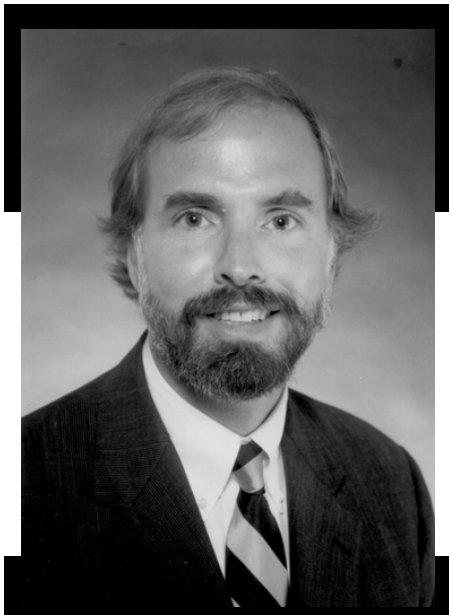
www.PittsburghHRA.org
phone • 412-261-5537
fax • 412-261-0773

Point of View

INCREASING PRODUCTIVITY - MANAGING WORK AND PERSONAL TIME

Last time, I wrote about the importance of diversity and the role that HR professionals play in advancing diversity in their organizations. In this article, I want to address another critical role that HR professionals can serve - ensuring an appropriate balance between work and personal time.

The front page of a recent edition of the New York Times reported that employees in several European countries were being asked to work more hours, reversing a decades-long trend. Nonetheless, the average number of hours worked per week by American workers still exceeds the number of hours worked by employees in all other countries, while the number of vacation days American workers receive is less than half that of some of their counterparts in Europe.



PETER J. ENNIS, ESQ., SPHR
President, PHRA

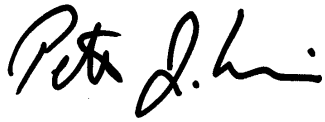
What the New York Times story did not address is the impact on American workers of working more hours, and receiving less time off. In the interest of objectivity and full disclosure, I want to preface the following comments by noting that I just returned from the longest vacation I have ever taken in my working life (11 days, including two weekends), which was both wonderful and refreshing.

The fact is that the time commitment we ask of employees is significant, and given the state of the economy and global competition, there is no reason to believe that the time commitment will be reduced in the near future. What is the impact of that commitment? We know from both personal experience and numerous reports that the number of hours most employees work can create substantial stress and strain on the employees, their co-workers and their families. At some point, rather than increasing the employer's productivity, employees suffering from stress become less productive, make more mistakes, and interfere with the performance of other employees.

I am not suggesting that HR professionals march into the offices of senior management demanding more time off for employees. Rather, as in other areas, look for internal and external benchmarks to compare how much your employees, or certain groups of employees in your organization, are working compared to other companies or groups of employees within your organization. Also, take steps to measure the impact of hours worked on the quantity and quality of the employee's output.

If your employees are working excessive amounts of hours, think of cost effective ways to address the issue. Adding extra vacation days, or paying more after a certain number of hours worked in a week (beyond time and one-half), may be viewed as a cost by management. However, if it provides your organization with a valuable recruiting tool, improves morale and leads to reduced turnover, it could give your organization a strategic advantage, while having a minimal, if any, impact on the bottom line. If formally adding vacation days or extra pay is too much to ask of senior management, simply acknowledging that an employee has been working hard and telling the employee to leave early one day, or take an extra day off with pay, may do wonders for that employee's morale, commitment to your organization and ability to produce in the future.

Speaking of leisure time, by the time this article is published, the PHRA Golf and Bocce Outing will have come and gone. I hope I will see many of you there. If you were not able to make it, I urge you to make time available to meet with your fellow professionals. It could not only help you in your current position, but help your career as well. Enjoy the rest of your summer!



Peter J. Ennis, Esq., SPHR
PHRA President
Klett Rooney Lieber & Schorling, PC

Copyright © 2004 Pittsburgh Human Resources Association. All rights reserved. Any use or reprinting of this information without the express written consent of Pittsburgh HRA is strictly prohibited.

Look to Venturi.

Finding a talented worker to enhance your team is serious business. Trust Venturi to locate, screen and deliver the person you need. Our dedicated staffing professionals and years of experience are just the start. We also bring to the process innovative recruiting strategies and our own proprietary interviewing, testing and screening procedures, including our StyleMatcher company/candidate matching program and ToneBurst voice screening tool.

Call your local Venturi office today to find your next great employee.

Let Venturi introduce you to qualified candidates in these areas and more:

Administrative/Clerical
Accounting & Finance
Customer Service
Data Entry
Production
Distribution
Executive Administrative
Legal Support
Marketing Support
Human Resources
Sales

Venturi
staffing partners

Downtown	North Hills	Monroeville/East	Parkway West	Southpointe	Camp Hill
412.391.2044	724.935.7000	412.856.8412	412.264.7733	724.745.7109	717.737.3300

View Point

Lori Bello
Executive Director

In building relationships within the community, I became aware of the need for more information around HR topics. It seems that many people are interested in what is happening in HR. With that mind, in June, I sent out a mini-survey containing four questions to get an idea of what is important about your PHRA membership. I was elated when I received a 40% response rate! The survey results have been helpful in making programming decisions (employment law), providing validity to our practices (programming, networking and our website) and understanding what you like most about your member benefits (Perspectives, programming and Emerging Trends).

Given the success of the mini survey, the Emerging Trends Committee has devised a survey on healthcare, modeled after the recent SHRM survey. With the information received from the survey, I intend to share the data with the membership and media. As a group, we can produce powerful results that are useful tools for the HR practitioner and many service providers. I hope I can count on your participation to help PHRA remain a valuable resource to the HR community.

Technology Hiccups

Have you been trying to log on to the PHRA website without success? If you have an old bookmark for our site, please delete it and bookmark our NEW url www.pittsburghhra.org. Our old site is no longer forwarding to our new site and you will not be able to reach us unless you make this update.

Recently our service provider resent six old emails from me back to each of you. I'm sure you thought there was a virus on the loose! Don't worry, our PHRA machines are virus free. Our service provider is aware of the problem and working to remedy it as soon as possible. Please bear with us; your patience is appreciated!

Enjoy the summer,

Lori Bello,
Executive Director
lbello@pittsburghhra.org

SHRM 56th Annual Conference offers a Queen, a former "personnel trainee" now CEO, an actor/advocate, a famous author & a PHRA member!

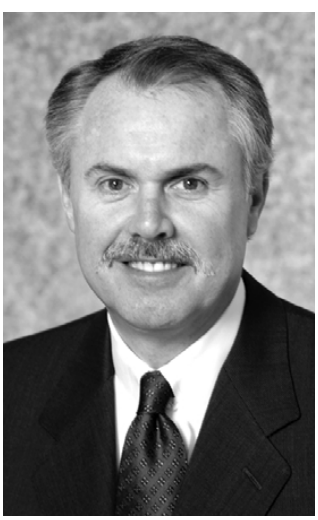
Continued from page 1

them. But it takes great leaders to build workers' confidence, said Buckingham.

The job of a leader is "to rally people to a better future," said Buckingham. Leaders are "deeply optimistic," self-confident and egotistical (but not egomaniacs). Although not afraid to confront the harsh realities of the present, leaders in their gut "believe things could be better."

"Clarity is the preoccupation of the great executive, Buckingham said. The positive, constructive modern day leader knows that we all share fear of the unknown, fear of the future. By delivering clarity in four areas-audience, strengths, scores and action-the great executive takes that fear and turns it into a positive force. "Being right is not as important as being clear."

Quoting Ben Franklin's statement about sundials, Buckingham described his own philosophy about stepping up and taking action no matter what the obstacles. He said, too many individuals, companies and countries "hide their sundials in the shade." He charged his audience to "shine a light" on their strengths and on the strengths of the people they lead.



Scott Livengood

Krispy Kreme Doughnuts chief executive officer Scott A. Livengood delivered a Wednesday morning keynote speech AND more than 10,000 doughnuts for attendees.

Livengood, more than any other conference keynoter, embodied what strategic human resource management can really mean. He began his career at Krispy Kreme as a "personnel trainee" in 1977. He became president in 1992, then chairman and CEO in the late 1990s. But he still considers himself "chief human resource officer," he said.

Under Livengood's leadership, the company transformed itself from a lackluster wholesale enterprise into an on-premises customer experience he calls "doughnut theater," complete with live action doughnut making and the neon sign announcing "Hot Doughnuts Now."

True to his HR roots, Livengood has reflected upon his personal journey as a leader and translated his experience from the intuitive into what he calls an intentional, teachable process that can build commitment in authentic ways.

He said the role of leader is to:

• Establish a consistent environment.

• Create a feeling of relevance, providing reasons and assigning responsibilities

• Reflect the vision, mission values and strategy of the company, taking them not as boundaries but as sources of inspiration.

• Be obsessed with building a capable, cohesive team.

• Measure success not based on what has been, but on what can become.

• View themselves as teachers, thereby delivering exponential, not merely incremental, results and developing new leaders in the process.

"Business is the generator and controller of wealth," Livengood closed. "It is in the most immediate position to affect the lives of people for better or worse. HR is a powerful and positive force for people-a force that can literally change the world."

PHRA was well represented in New Orleans as another PHRA member, and active SHRM volunteer leader, Lynn Outwater, JD, SPHR, Managing Partner, Jackson Lewis, LLP, presented TWO sessions at the conference. With Mike Lotito, JD, SPHR, former Chair of SHRM, and managing partner, Jackson Lewis, San Francisco, Outwater delivered: "Legal and Practical Tips for Solving Common and Complex Leave Issues". In a pre-conference session, Outwater also co-presented a session entitled: "Focus on Prevention: Avoid Employment Litigation."

David Hathcox

Marcus Buckingham

All in all the Conference provided HR professional attendees with lots of food for thought and models for inspiration. Next year's conference is in San Diego, so start planning now to attend!

(Portions of this article were taken from the SHRM web page HRNews articles, for more details click on www.SHRM.org)

Phyllis G. Hartman, SPHR, principal, PGHR Consulting, Pittsburgh, PA

INTRODUCING CIGNATURE – YOUR PLAN. YOUR CHOICE.SM

Your employees. Your business.

You shouldn't have to choose sides. And now, *you don't have to*.

When it comes to health care benefits, the answers don't always come easy. Your company finds itself having to choose between cost, flexibility and quality. And between what's good for your employees and what's right for the company. But it doesn't have to be that way.

With the introduction of CIGNATURE,SM CIGNA HealthCare is leading the industry with a totally different approach to health care benefits. CIGNATURE offers unique solutions to your rising health care costs that won't compromise your employees' need for dependable, flexible health care. Instead of choosing from standard off-the-shelf plans, let our experts help you design a customized solution that gives your company the right blend of cost control and choice.

No health care company has offered such flexibility and customization. Until now. Call your broker or CIGNA HealthCare representative, or visit us at www.cigna.com/cignature to see how CIGNA can help you take care of your business. And your employees. With one plan.

CIGNATURE – Your plan. Your choice.SM

CIGNA®

A Business of Caring.

"CIGNA" and "CIGNA HealthCare" refer to various operating subsidiaries of CIGNA Corporation. Products and services are provided by these subsidiaries and not by CIGNA Corporation. These subsidiaries include Connecticut General Life Insurance Company, Tel-Drug, Inc. and its affiliates, CIGNA Behavioral Health, Inc., Intracorp, and HMO or service company subsidiaries of CIGNA Health Corporation and CIGNA Dental Health, Inc.

508206 4/04 ©Copyright 2004 CIGNA Health Corporation

5 Steps to Better IT Hiring

by Michael J. Testa
CEO, Testa Consulting Services, Inc.

Hiring the right Information Technology professionals may be one of the most challenging jobs for human resource generalists. In fact, IT hiring may fill even the most seasoned and rational HR manager with dread. That's because they frequently have less technical information than they actually need to find the most qualified person for the job.

But it doesn't have to be such a daunting task. By following the five steps outlined below-most of which apply to any hiring situation-you can get the person you need to successfully fill your IT position without the worry and hassle you may have previously encountered.

Step 1-Evaluate the Situation

Among the most important steps when hiring IT staff is to know exactly what job needs to be done. For example, if your company needs someone to develop and maintain an internal network, you're probably looking for a Network Engineer who is qualified in both hardware and software configuration and setup. If your company needs to develop a specific software application, such as an interactive website, you'll be seeking a Web Software Developer. In that case, you'll need to ask questions about the existing application development environment. Is the current environment Java or .NET, or some other web application development tool? Is the existing relational database structure SQLServer, MySQL, or DB2?

Does the company needs someone to make sure all systems are up and running 24/7? You'll be looking for a Systems Administrator, and you'll need to know ahead of time what platform is being utilized, such as Linux, UNIX, Microsoft or any combination of the three. Even though you many not know what it all means, you need to ask the questions before you begin the recruitment process.

Once you know what needs to be accomplished-and what software and hardware are already in place, you can go on to step 2.

Step 2-Develop a Job Description

At this point, you know the job title and the skills and experience needed. It's time to put them in writing, and to determine whether this job is a full-time position or a temporary consulting assignment. As a human resource professional, you know the importance of putting into writing every requirement and responsibility of the position. You don't want an HR headache later when you learn the incumbent never heard of a particular software application that is critical to getting the job done. You also need to establish how much you can afford to pay. Don't forget to look at the going hourly rate for temporary IT professionals if that's the route you choose.

Step 3-Evaluate Your Search Options

How do you find Information Technology candidates? You have several options and may choose to combine several of them. The easiest place to start is in the general newspaper, by advertising the position under the heading of "Computer Professionals." That can bring in many resumes, but it will be up to you and the IT hiring manager to weed through the piles of paper to find a few truly qualified candidates. Another place is to check Internet job boards such as Monster.com or Dice.com. You might also contact a local trade organization, such as the Pittsburgh Technology Council, to advertise your position or to get a referral.

For certain positions, you may choose to enlist a search firm that specializes in technology hiring-either a retained search firm whom you pay up front to dedicate time to your search, or a contingent search firm, whom you pay only when they find the candidate who ultimately gets the job. A good technology search firm will have a pool of qualified candidates at the ready, helping you to fill your IT position rapidly with a candidate who can handle the job.

Step 4-Evaluate Your Candidates

If you choose to do the hiring on your own, you and the hiring manager must filter out the many unqualified candidates from the hundreds you've received through your newspaper ads or job board postings. For those who appear qualified, be sure to conduct a telephone pre-screening interview before you schedule an in-person meeting. If they make it to the live interview, you'll want to look for a skills match, a personality match, and possibly a skills test that can show you what the candidate can do with specific software and hardware. As with any critical position, you'll probably want to line up multiple internal interviews with the various people they would be working with. If you typically conduct reference checks, background checks, education and employment verification, and drug screening, now is the time to do those for your top three candidates.

Step 5-Make the Offer

You've found "the one." Now it's time to make the offer. Know up front what the going rate is and make sure your offer is a fair one. You don't want your great new hire to leave next year because of a far better offer somewhere else. Also, set your negotiating limits ahead of time, knowing how far you can go in terms of salary or hourly wage, work hours, and vacation. After accepting or negotiating the offer, with luck you'll get your top candidate. Now you're set...until the next time your phone rings!

Hiring IT personnel can be an expensive, time-consuming process, with no guarantees of a good outcome. Plan to follow the five steps yourself, or save time and effort by hiring an experienced IT search firm to bring the qualified candidates directly to you. Either way, you can better ensure success by knowing what you want in a candidate before you begin the process-and by sticking to the proven path to getting the right one.

Michael Testa is a 20-year veteran of the Information Technology industry and CEO of Testa Consulting Services, Inc., an Information Technology consulting and full-time placement service firm. He can be reached at 412-697-2000 or by email at: mtesta@testaconsulting.com.

EMPLOYMENT Profile

Employment Profile provides thorough, timely and accurate pre-employment screening services to help employers make smart hiring decisions.

Criminal History • Credit History
Driver Record Abstract • Workers Comp Claim Search
Social Security Number Trace • Public Record Search
Education Verification • Federal Record Search
Professional License Verification • Neighborhood Inquiry
Professional & Personal References • Drug & Alcohol Screening
Employment Verification

HIRE SMART

Call today and put our experience to work for you. ClearStar.net

phone: 1-800-599-6508 fax:724-863-5403
email: phamilton@employmentprofile.net

The End of Retirement

Are you ready for a world in which the concept of "retirement" has come to an end?

If not, you'd better be, as this is likely to rapidly emerge as the most significant issue for every organization through the next ten years. That's because right now, we have a "perfect storm" brewing that involves three succinct but inter-related trends that will see the ongoing involvement in the workforce of people well past the age of 65.

Skills shortage looming

Simple demographics suggest that we will soon see a significant skills shortage throughout the North American economy given the ever increasing number of baby boomers entering their retirement years.

Quite simply, a lot of specialized expertise is set to exit our economy, and the potential impact is frightening. For example, it is expected that by 2010 we will see a shortage of up to 400,000 nurses in the US. This is happening just at the health care system will find itself under increasing strain as those same aging baby boomers begin to enter retirement and place additional demands on the system.

That type of reality is looming in every industry and every profession. The Bureau of Labor Statistics, for example, estimates that over the next 10 years, demand for electricians will grow by 23%, or 154,000 new workers. There is already growing alarm over where those skills are going to come from given demographic trends.

What this means is that everyone will soon find themselves in a situation in which they are unable to access and find the talent they need to get the job done.

Funding shortfall

But wait - there's an interesting twist to the retirement issue. Quite likely, many baby boomers will find it increasingly difficult to finance their golden years due to the realization that there are significant shortfalls in both private and public pension plans as a result of past investment decisions.

Add to that the fact that many boomers simply don't participate in any formal pension plans. They lost any semblance of job security through the last decade as a result of ongoing corporate downsizing, outsourcing and offshoring, as well as an increasing reliance by the business world for part time, "freelance-based" work. The only thing that will carry them into the future is a small government plan and whatever they managed to put away on their own - and they will soon suffer from their reticence in doing the latter.

Longer life expectation

Add to these trends an even more interesting fact - baby boomers will outlive any previous generation. They'll have a lot of time to kill - and may use this time to earn extra money.

Worldwide, we have witnessed rapid advances in medical knowledge through the last several decades. The Australian Financial Review recently noted, for example, that we will see a 250% increase in the number of people in the 85+ age category. The result is a dramatic lengthening in the period of retirement: men currently aged 55 will likely live for another 32 years on average, while women will live an additional 36 years. It just doesn't add up.

Take these three trends, and it seems painfully obvious where we are headed - massive numbers of baby boomers are certainly headed for retirement. Yet, they are going to learn they might be unable to afford it given that the length of time in their sunset years could be a lot longer than the actuarial tables used in pension formulas presumed.

Result? They're going to want to keep on working - just as organizations start realizing they desperately need their skills.

Several issues become readily apparent. First, you've got to prepare - and fast - for a future in which your workforce will consist of an ever-increasing number of people over 65. What types of unique policies might need to be put in place? What do you do with medical and benefits issues?

Second, these individuals won't want to work within the traditional "corporate model." Past their prime, they'll offer to provide the skills you demand on their terms, since they know they will be in the driver's seat. They'll be nomadic workers, able to fulfill their functions and provide their skills from anywhere even it that means doing so from a golf course via their Blackberry. Your relationship with them will be collaborative, electronic, and likely long-distance.

Third, you'll have to develop unique and innovative methods to attract and maintain the skills these people can provide. They'll be deeply conflicted between their desire for retirement and their need for funds. They'll be sold on values, flexibility and the challenge of the project, not to mention its timing.

Fourth, how will you educate and support their needs? They might not want to hop a plane for a three-day conference to discuss corporate strategy - they might prefer to do it from their own living rooms. Formerly technology adverse, many finally seem to be adapting and will likely use technology to form the basis of the key methods by which they work.

Last but not least, re-examine the concept of retirement now. Start planning for a future involving "phased retirement" that begins at 65 and sees some type of involvement to 75 or beyond. Start talking to key staff to assess their plans and post-retirement stabilities to determine those who might be willing participants.

Whatever you do - start planning now. The clock it ticking.

JIM Carroll, FCA, is an author, futurist, keynote speaker and columnist. You can learn more about Jim at www.jimcarroll.com.

You just placed your
relocating employee with
Corporate Accommodations.
CA
CORPORATE
ACCOMMODATIONS, INC.
"Making Pittsburgh Home"®
1.800.899.5456
www.corpaccom.com
The Accommodating Alternative
Corporate Accommodations is Pittsburgh's largest and most cost effective short-term housing firm. In thirteen Pittsburgh area locations, Corporate Accommodations provides furnished, fully-equipped short-term apartments. Serving the Pittsburgh area for 12 years; Corporate Accommodations is committed to "Making Pittsburgh Home" for your employees and clients.

PHRA's Annual Conference

Summer is heating up and so are plans for "Connectivity", PHRA's exciting 56th Annual conference October 20th and 21st at the David L. Lawrence Convention Center.

The conference committee and PHRA staff are hard at work designing a programming schedule that will ensure you that the time you spend at the conference brings you tremendous value and opportunity. Once again, we're confident that you'll find a wealth of important information that you can take back to your workplace and great value in the hours you spend connecting to the insight and education that will help make you more efficient. This is a value proposition that will be obvious to your employer, your peers, and the company or organization for which you work.

Adding to our impressive keynotes Tim Sanders, former Leadership Coach and Chief Solutions Officer at Yahoo, and well-known author and speaker, Jeff Tobe, whose Coloring Outside the Lines has earned him outstanding reviews from diverse audiences, is a group of individuals who are eager to share their expertise and experiences with you in the Wednesday and Thursday tracks.

Wednesday's highlights include HR Practices: Becoming a Next Generation Company. Led by Tony DiRomualdo, CEO of Next Generations Consulting Inc., in Chicago, and sponsored by Allegheny Conference on Community Development, Tony will:

* Introduce the concepts that drive a Next Generation Company

* Let you apply the diagnostics to assess your firm against the practices that drive employee fulfillment and business performance

* Discuss opportunity targets and effective practices to help you become a Next Generation Company...and more!

In addition, we'll offer an interactive panel on Diversity - focusing on both cultural and disability issues in the workplace, co-hosted by Highmark and Pennsylvania Business Leadership Network.

We'll kick off Thursday with an early morning breakfast and a few words from PHRA Board President, Peter J. Ennis, Esquire, and then get started on a great day! Our tracks include:

* HR Technology: What's New, What's Hot, and What's Not!

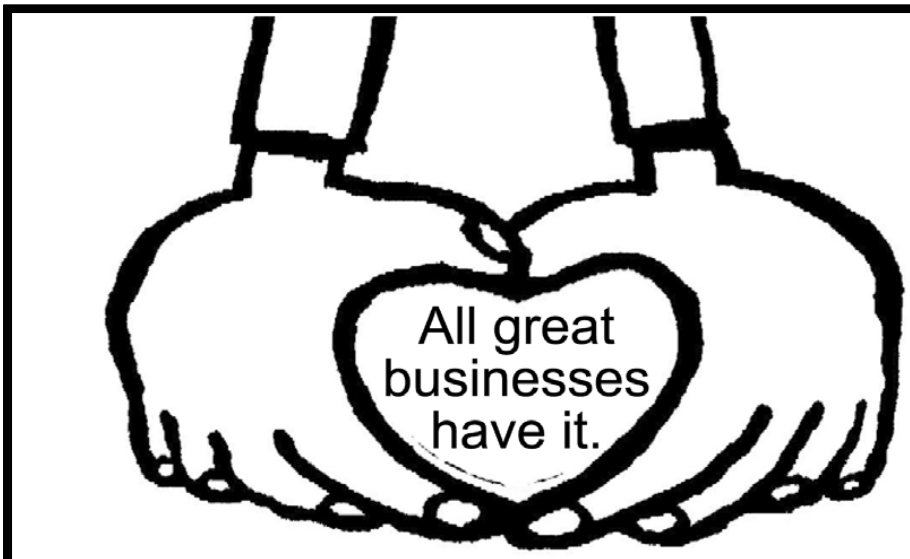
* HR Delivery: Build a "Bull-Free" Workplace; everything you need to know about recognition you learned from your Mom; and Get a Grip on a Balanced Life!

* HR Strategies: Compensation, HR's Paradox: Adding Value without Adding Costs, and Managing Conflict in the Workplace.

That's not all! Microsoft has joined us as a Platinum Sponsor and will be providing 3 laptops for our Internet Café...and, $10,000 worth or FREE software!

This is all adding up to a great value for conference attendees! With the possibility of earning 7.5 Continuing Education credits, learning and sharing critical information that can enhance your skills and add value to your company, connecting with your peers, speakers, and exhibitors, and having a great time for an incredibly low price...this is a Don't Miss event!

Register today! Call PHRA at 412-261-5537, or register on-line.



Show your employees how much you care. Offer voluntary insurance from Allstate Workplace Division. We offer a wide range of voluntary insurance as well as simple electronic and Web based enrollment.
Contact Fran Estes or Clair Trost @ 800.731.3161 for more information

You're in good hands with Allstate.™

Allstate
Workplace Division

Allstate Financial Workplace Division is the marketing name for the Heritage Life Insurance Company
(a wholly owned subsidiary of The Allstate Corporation) Products underwritten by American Heritage Life Insurance Company.
©2003 American Heritage Life Insurance Company, Jacksonville, FL

ETC Emerging Trends REPORT

As part of its mission to provide members with timely information about trends that are impacting human resources practices, the PHRA, through the Emerging Trends Committee, brings you this Emerging Trends Report.

Compensation, Benefits and Compliance

Consumer-driven health plans (CDHPs) continue to gain momentum in the health care arena. These plans which typically are structured as a high deductible plan with a spending account are one tool many employers are turning to in an effort to combat the continued rise in premiums for health care. CDHPs are based upon the assumption that escalating health costs are a result of too much first dollar coverage and low out of pocket costs.

CDHPs make the individual responsible for first layer of costs by using high-deductible plans. Individuals are encouraged to spend wisely and are provided "tools" like websites and 24-hour nurse hotlines which provide health information in an effort to make informed decisions about health care treatments.

CDHPs are making inroads as traditional insurers are now offering Health Reimbursement Accounts and Health Savings Accounts. How do HRAs differ from HSAs? First off, with an HRA, an employer provides annual credits (dollars) to an individual employee account to offset out-of-pocket expenses like deductibles and co-pays. These dollars accumulate and can be rolled over from one year to the next. However, HRAs are not portable and would be forfeited when an employee terminates employment.

HSAs function in much the same way but they (HSAs) are portable for the employee and as a result many employers feel they rob employers of an important retention tool. In order to participate in an HSA, an employee must be covered by a high deductible health plan with an annual deductible of at least $1000 for single coverage and $2000 for family coverage. An employee's contribution to an HSA is deductible for tax purposes and employer contributions (up to statutory limit) are excludable from taxable income.

Employee and Labor/Management Relations and Training

A recent survey conducted for the U.S. Federal Mediation and Conciliation Service (FMCS) found that there is increased polarization in labor-management relations and that the collective bargaining environment has become increasingly adversarial. Less emphasis is placed on labor-management strategic partnerships, such as joint task forces, employee involvement in decision-making, or increased worker involvement in operation decisions to improve the workplace. Labor and management respondents reported increasing degrees of contentiousness. FMCS said a heightened level of labor-management tension means a greater need for agency services to assist in resolving complex workplace problems.

Strategic Planning and Organizational and Employee Development

There appears to be a renewed interest and emphasis among Not-for-Profit organizations in strategic planning and Continuous Process Improvement (CPI). This focus may be driven by a slow economy which results in fewer dollars available for these organizations.

Less funding results in more competition for the money. NFPs may be trying to improve products and services in the realization that they can prove their worth. Foundations and contributors are asking for more concrete information on what and how NFPs operate if they are going to continue to provide funding.

For example, today's contributor to a food bank wants to know what is being done to improve the long term chances of the clients, not just how many people walked through the line at the facility. The social focus on helping people to become contributing participants in the community, possibly driven by Welfare reforms, etc., may be driving NFPs to establish true measures of performance, not just numbers.

The number of programs assisting NFPs with strategic planning and CPI being offered through both private consulting firms, organizations like PANO (PA Association of Nonprofit Organizations) and educational institutions like the Bayer Center for Non-Profit Management and Duquesne University's Non-profit Leadership Institute has significantly increased in the last 5 years. This may be a recognition of the value of these business approaches traditionally used in the private sector.

Another driver of this trend may be that NFPs are also facing demands for expanded services. With the reduction of government resources and more unemployment, there is a greater need for services by a larger population.

In addition, NFPs face intensified competition for talent with other NFPs and private sector employers. This is likely to increase as the economy improves and the most talented employees can find higher paying positions elsewhere. Expectations of clients and employees have also increased regarding the timely delivery of services which is often tied to the use of technology. Technology is a costly investment, not only in terms of the purchase of capital equipment, but also the cost of training employees to use it. Finding and managing the funds for these aspects is driving NFPs to use some proven business techniques.

The Strategic Planning and Organizational and Employee Development team of the Emerging Trends Committee would like to hear from interested members who are involved in NFPs regarding their observations related to this trend. Please contact Jeff Jameson at jjameson@dollarenergy.org or Phyllis Hartman at pghr@pghrconsulting.com if you have any thoughts or comments.

For more information about the Emerging Trends Committee, contact Committee Co-Chairs, Al Gallagher at algall@msn.com, or Chris Ramsey at cramsey@morganlewis.com.

Business and Employment Mediation

Sally Griffith Cimini, Marvin Baker, Kim Bobrowsky

- Kim R. Bobrowsky, Coordinator: More than 20 years dispute resolution experience, including more than nine years as a professional mediator.
- Marvin D. Baker: More than 30 years business experience, including former President, Lockheed Martin Aeroparts, and President, Lockheed Engineering.
- Sally Griffith Cimini: More than 20 years human resource experience, including more than 16 years as an employment attorney.

To learn more about how mediation can have a positive impact on your business, email mediation@bccz.com to receive a free article.

To schedule a mediation, call 412-263-3400
EXPERIENCE • FAIRNESS • INTEGRITY

What's a Coach, & Do You Need One?

One of the hottest things in management is the use of corporate coaches. How do you know if you should hire one for someone in your company, or maybe even for yourself?

Consider these situations:

* Karen is a seasoned director, known for getting results. Her authoritarian management style was eroding morale, and productivity was dropping. Coaching helped Karen change her management style, which improved her departmental survey ratings; employees have returned to desired levels of performance.

* Louis was recently promoted to director, and now must give executive-level presentations. At a major event, Louis's boss was dismayed to discover that Louis is poor at presentations. Coaching enabled Louis to add humor and interest to his presentations, and markedly improved his ease speaking in public.

* Bill is a driven junior executive whose interpersonal skills caused people to flee rather than follow. With the help of coaching, Bill lost the "edge" in his style and was just informed of his next promotion.

* Mara, a recently hired manager, lacked credibility because of low self-confidence and inappropriate attire. Coaching markedly increased Mara's ability to communicate with and influence others.

As the resident HR expert, perhaps you yourself have been asked to coach employees like Karen, Louis, Bill or Mara. Or maybe the employee's boss has done the coaching.

What is the outcome when coaching is performed by an internal coach? Sometimes the coaching is quite effective; often it is not. What do you suppose makes the difference?

In my mind, three components make the difference in effective coaching: expertise, spine and time. Many internal coaches have the expertise; some have the spine to address the difficult issues; but, with everyone working at the speed of sound, precious few internal coaches can spare the considerable time that effective coaching (i.e., coaching that generates enduring results) requires.

So the next time a coaching need arises in your organization, ask yourself if the internal coach has all three components - expertise, spine, and time. If not, why not be a maverick at your place. Outsource it! Get to know who's who in the Pittsburgh corporate coaches world. Network with fellow PHRA members for referrals. Visit the local coaches association website, www.greaterpittsburghcoaches.org.

And if you have the expertise and spine for coaching but not the time, maybe you'll want to consider becoming an external corporate coach yourself. Call me about it. I'd love to talk with you about the challenges and rewards of being a corporate coach.

Chris Posti is an HR consultant, coach, and speaker who solves employers' "people" issues. You can reach Chris at 724.942.7850 or at chris@postiinc.com.

Membership & Diversity Committee Update

Welcome to all of our new members for 2004!

The Membership & Diversity Committee held a New Member Orientation on May 25th. The well-attended event was held at the PHRA offices and attendees were regaled with tales of the advantages of being a PHRA member. We bragged about being one of the largest, most active chapters in the country. Our pride in continually being awarded a chapter of excellence shown through. New members were astounded by the amount of work we accomplish with our volunteer force through our committees. They could hardly wait to approach presenters to get actively involved!

Beyond the great information imparted, there were refreshments, lots of handouts, and LORI BUCKS -- and all qualified for a chance at winning a free - let me emphasize FREE - 2005 PHRA membership.

So, not only are there lots of benefits to membership, there's extra benefit in attending our New Member Orientations.

Those in attendance were: Jane Allen, Timothy Bucha, James Burgess, Kelly Calderone, Richard Canciello, Yvonne Carpenter, Melissa Corr, Brenda Horsley Wendy Jankowski, Paula Kellerman, Kirk Ketchum, Richard McKenna, Jacqueline Mueller, Lauren Parry, Cheryl Ragan, Diane Reimer, Kim Schneider, Robin Valenti.

We'd like to thank Andy Jarusinsky, Brad Jackson, Lynn Broman, Jessi Baker, J. Paul Smith, Debbie Keenan, and of course, Lori and Beth for the assistance in organizing, greeting & meeting, and presenting at the meeting.

Subcommittee Report: The Membership & Diversity Committee has lots of work for the year and we invite everyone to get involved in one of our 4 working subcommittees:

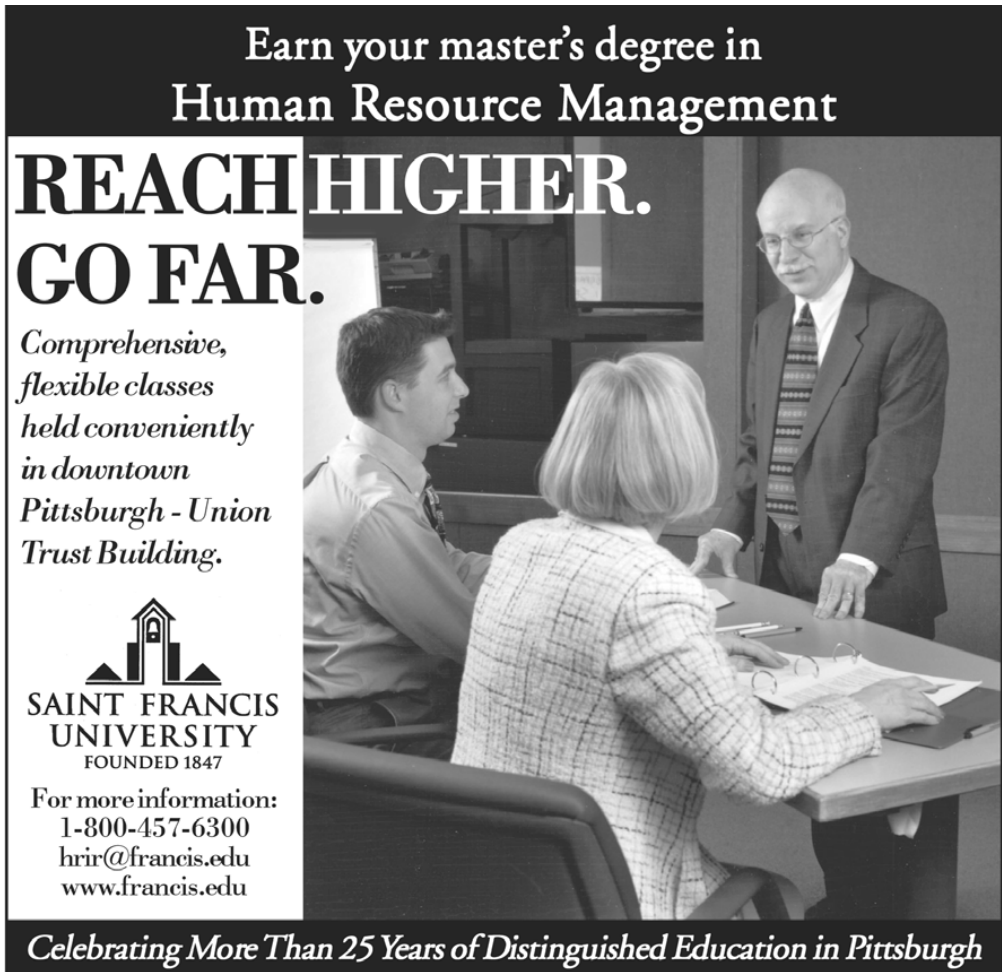
College Relations: Goal to increase student membership and participation.

Diversity: Goal is to increase diversity among membership, provide training and technical assistance on diversity matters, increase PHRA's presence in the community.

Recruitment & Retention: Member education, communications and services.

Marketing: External public relations, networking and communications.

If you'd like further information on any of the Membership & Diversity committee's work, please contact Victoria Dugan at 412-391-0900 or Jeff Jameson at 412-486-1617.



Prepare Yourself for a Future You Can't Imagine Today

Times are changing so rapidly that your career will unfold in ways that would surprise even the most rigorous strategic planner. The future is there waiting for you. Just be aware that the future won't be exactly as you're envisioning it would be 5, 10, 15 years from now. And so it's important to prepare yourself for the future you can't even imagine.

Picture your career years in distinct phases (or modules): perhaps a five-year chunk doing one thing and then progressing on to a four-year stint in another area of HR, etc. Now picture each phase, or module, as a box. Make sure your career module always has at least one side open so that you can attach your next module to your current one. Here's how:

Stay curious. Stay open to and seriously consider all opportunities that present themselves - even if they show up as faint glimmerings on the horizon. You may decide eventually that you will pass up one or more of those opportunities, but you will be able to make that decision from an informed perspective.

Give yourself the chance to try new things. You don't have to love everything you try. You don't have to even succeed. But you may surprise yourself. You'll learn a new skill, discover an income source that you hadn't anticipated, meet a new person who will introduce you to someone who will change your life.

Embrace failure. There is value in almost every new thing that you do, even if to the outside world your adventure resulted in failure. If you learned one new thing from the experience and can use that new knowledge to carry yourself forward, then the experiment wasn't a failure.

Seize opportunities to meet new people. As an HR careerist, you should be meeting new people all the time - especially people outside the walls of your company. Accept as many invitations as humanly possible. Volunteer on advisory boards. Find at least one non-profit that dovetails with your work or your company's business. Use the Internet to meet people who can open doors for you.

Explore unknown territory. Identify distantly related industries, companies or professional areas and go to their conferences. If there is an opposing viewpoint to what you do or the industry you do it for, go to meetings discussing that viewpoint and try to understand the field in question from their perspective. Explore different geographic areas every year. The idea of pulling up stakes might feel completely foreign to you right now. But, remember, your career is long, and your life is longer. Circumstances will change and with that change you might have the opportunity to improve your life and prospects by moving. By exploring, you may find you're more moveable than you think you are.

Give yourself time to think about the future. It's easy to put off thinking about unseen years ahead of you, especially in the face of urgent projects and the overloaded day-to-day lives we're all leading. Set aside some time on a weekly basis to focus on what opportunities the future might present to you. Think ahead, literally. When you read your local newspaper, the Wall Street Journal, and your professional and industry news, always ask yourself what future ramifications there might be. Where is there growth? Where is there uncertainty? Do you really believe the prognosticators? Or do you have another opinion based on your first-hand knowledge of patterns and trends? What skills do you think you'll need? Should you learn another language? Or take an assignment abroad?

This is an adventure of unexpected opportunities that you can't plan for but that you can prepare yourself for.

Excerpted from The Human Resource Professional's Career Guide: Building a Position of Strength, by Jeanne Palmer, with Martha I. Finney (Pfeiffer, 2004). Used with permission.

CHATHAM COLLEGE

ARE YOU READY
to change your world?

MASTER OF BUSINESS ADMINISTRATION (MBA)

- Interview required instead of GMAT
- Emphasis on diversity in the workplace
- Mentoring program provides support and networking opportunities
- Evening and weekend classes available with free parking

MASTER OF ARTS IN PROFESSIONAL WRITING

- Expand your skills in writing, editing, communication planning and document design
- Apply your writing ability to electronic media, journalism and critical writing
- Specialized writing courses in such fields as business, healthcare, PR and finance
- Build your professional portfolio for advancement or publication

ENROLL NOW FOR FALL 2004

www.chatham.edu

800-837-1290 ■ admissions@chatham.edu

Chatham College ■ Woodland Road ■ Pittsburgh, PA 15232

GRADUATE PROGRAMS

Weirdos In The Workplace

The New Normal ... Thriving in the Age of the Individual

John Putzier, M.S., SPHR

Is body odor protected by freedom of religion? Which restroom should a trans-sexual use? What if your receptionist moonlights as a stripper? Can someone wear the same outfit to work every day? Is it still sexual harassment if I take advantage of it?

These are just a few of the 32 cases that exemplify John Putzier's newest book, "Weirdos in the Workplace! The New Normal...Thriving in The Age of the Individual."

What ever happened to the good old days when people looked and acted normal, came to work every day, kept their mouths shut, didn't rock the boat and stayed until retirement? Well...

~As Goes the World, So Goes the Workplace

The workplace is a microcosm of society, and as goes the world, so goes the workplace. We have moved from the Age of the Organization Man (the 50's and 60's) when people were "normal," to the Age of Diversity (the 70's and 80's) defined by law, to the Age of the New Economy (the 90's) when new workers thought they could have it all, to the Age of the Individual (right now) where it's every man (and woman) for him/herself.

So, if everyone wants to be an individual, what that means for organizations is that they must realize that...

~Not All Workers Are Created Equal

With individuality comes responsibility. In the Age of the Individual, the more you're worth, the more you can be weird. In other words, if you want the world to adapt to you, your individuality must be of some value to the world. It's called the Weird:Worth Ratio.

From an organizational perspective, not all weirdness is worthy of accommodation. If it doesn't add value, or detracts significantly from others' ability to add value, it need not be tolerated. On the other hand, if one's weirdness is rooted in genius or high-performance, it may be worth tolerating, accommodating or even encouraging, which means that...

~Discrimination is Good, Discrimination is Right, Discrimination is Necessary

In the Age of Diversity, discrimination got a bad rap. In the Age of the Individual, organizations must abandon their fearful misconception that discrimination is something bad. If it is based on value and performance, it is not only good, it is right and it is necessary to create a culture of self-sustaining high-performance.

"Weirdos in the Workplace" will show you how to diagnose which behaviors warrant intervention, give you the tools to do it, and demonstrate how you too can become a weirdo of worth so you can thrive in the Age of the Individual, so that eventually...The More Weirdos There Are, the Fewer There Are

The ultimate goal is for everyone to "tap his or her natural weirdness" in which case everyone is a weirdo of worth, and thus, no one is a weirdo. In a culture where genius and high-performance are revered and rewarded, individuality can reign supreme, and the sky's the limit for you, your organization, and the world.

Pittsburgh's 50 Finest:
Shannon Gregg

Shannon J. Gregg, CPP, has been selected as one of "Pittsburgh's 50 Finest" for 2004. The award is given to 50 of Pittsburgh's most eligible men and women, who are honored for their activity in the community professionally and charitably. Ms. Gregg serves as the Director of Gregg Services, an East Pittsburgh, PA based human resource and security company. The 50 Finest will be featured in the August issue of PITTSBURGH magazine and honored at a party on 8/19/04, in the Omni William Penn Hotel.

On The Move

John C. Beck has accepted a position as Director of Human Resources at EDMC Online Higher Education. John was previously with the Pennsylvania Culinary Institute.

Tracey L. McIntyre has recently joined the staff of Leed's as Human Resources Generalist.

Pittsburgh attorney, **Michael D. McDowell Esq., SPHR**, has been appointed to the American Arbitration Association National Roster of Neutrals. McDowell is a member of the Labor, Employment, Commercial and Energy Arbitration Panels to assist in the resolution of disputes involving union and management, non-union employment, business transactions, and the energy industries.

Cindy Perich has accepted a position as Employment Consultant/Human Resources Officer for PNC Advisors.

Lora Dudrick, formerly with IBM, has accepted a new position as the Performance and Compensation Manager for the Carnegie Museums and Library of Pittsburgh.

Congratulations to our new PHR and SPHR recipients!

Edward Brinker, SPHR
Sandra Herman, SPHR
Robert Mihalco, SPHR
Edward Szczypinski, SPHR
Robert Throckmorton, SPHR
Jodie Fine-Sheriff, PHR
J. Paul Smith, PHR

Have you just obtained your PHR or SPHR? Please let the PHRA know so that we can congratulate you in the next issue of Perspectives.

Send an e-mail to bbrozinski@pittsburghhra.org. Also, make sure that you update your membership profile at www.pittsburghhra.org so that we include your new designation on all future mailings.

Pennsylvania's Best 50 Women in Business

Congratulations to Lois A. Bradley and Mary Frances Gargotta who were awarded the prestigious 2004 "Best 50 Women in Business" Award by Lieutenant Governor Catherine Baker Knoll at the Whitaker Center for Science and the Arts in Harrisburg in May, 2004. An independent panel of judges selected winners based on dedication to business growth, professional and personal accomplishments, community involvement and advocacy for women in business.

Lois Bradle & Mary Frances Gargotta

Lois A. Bradley: Since founding The Bradley Partnerships in 2002, Lois has spearheaded efforts to secure new clients in government, private, non-profit and profit organizations. The Bradley Partnerships provides management consulting services that support businesses in turnaround stages, provide human resources consulting services including customized training programs and executive/professional searches. Lois indicated, "On a personal level, it's flattering to receive the PA 'Best 50 Women in Business' Award. It's a reflection that hard work pays off and with our momentum we will continue to grow significantly for the foreseeable future." The Bradley Partnerships is committed to making a positive, noticeable impact for Pittsburgh."

Lois has been working with educational, telecommunications, healthcare, and emerging high-technology companies for over 20 years. She's also a board member and President of the American Society of Training and Development (ASTD) Pittsburgh chapter. She's an active member of the Pittsburgh Human Resources Association, YWCA of Greater Pittsburgh, National Association of Women Business Owners (NAWBO), Northern Allegheny Chamber of Commerce. She holds a Bachelor of Science degree from Roberts Wesleyan College of Rochester, New York and an Associate's degree from Rochester Institute of Technology.

Mary Frances (Fran) Gargotta: As EVP/Chief Executive Resources Officer of MARC USA, Fran is charged with improving organizational effectiveness through the design of strategic initiatives and business best practices. She has helped to create and implement the company's Standards of Excellence and leads succession planning for the company. Prior to joining MARC USA, Fran spent more than 20 years at Alcoa working in the areas of human resources, labor relations, and mergers and acquisitions. Her responsibilities included conflicts resolution in both union and non-union operations as well as contract development, interpretation and negotiations. Her expertise has been widely recognized by the larger community. She served on a special 12-member University of Pittsburgh Chancellor's policy committee and was a member of a blue-ribbon Advisory Board of the CMU's Division of Human Resources. In addition, she was a consultant to the United Way of Allegheny County serving on the Allocations Committee and as an Executive Representative. Other honors include being a 2003 Athena finalist, 2004 Service Award for the Alumnae Council of the University of Pittsburgh, recipient of 4 "Big Idea" Awards for MARC USA that were implemented resulting in innovation and cost savings for the company.

Fran devotes enormous time and energy to improving the quality of life in the greater Pittsburgh area. An Advisory Member for Pittsburgh Action Against Rape and the Women and Girls Foundation of Greater Pittsburgh. An active alumnus of the University of Pittsburgh, she serves on the Alumnae Council, the Leadership Council and formerly serves as the President of the College of General Studies. Fran is also a current Executive Committee board member of the City Theater and former Vice President of Pittsburgh Action Against Rape. In addition, she is a member of St. Brendan's Vestry, assisting in managing the church operations.

NEW MEMBERS:

Gina M. Alwine.....Manchester Bidwell Corporation
Lora Lee Anderson.....Child Care Resource Developers of Western PA
Patricia J. Antonucci.....CMS Mid-Atlantic, Inc.
Carol Blaise-Karel.....Managed Care of America, Inc.
Yvonne Carpenter.....Centers Association
Stefanie A. Chmiel.....Marriott Pittsburgh City Center
Melissa L. Coleman.....UPMC Presbyterian Shadyside
Leslie K. Dean.....SCA Packaging North America
Christina Deasy.....Highmark, Inc
Pamela J. DeDominicis.....Servicelink
Eileen E. Delaney.....UPMC
Lisa J. Fair.....University of Pgh Medical Center
Melissa M. Koger Four Points by Sheraton Pgh North
Dawn L. Mantich.....H. B. Maynard and Company, Inc.
Catherine McDonald
David M. McGlennen.....Marsh USA, Inc.
Katherine L. Miketa
Joanne D. Mostowy
Lee A. O'Kain.....UPMC Presbyterian Shadyside
Sara J. Oliver-Carter.....Highmark
Shannon R. Pope.....Allegheny Co. Dept. of Economic Development
William F. Porter.....Porter Consulting Services, Inc.
David E. Pritts, SPHR.....ARAMARK Corporation
Cheryl A. Ragan.....Pyramid
Kim J. Rhule.....Citizen National Bank
Jennifer D. Rosson.....Just Ducky Tours
Mary Jo Schmidt.....Highmark BC/BS
Nancy A. Sharp.....Cohen & Grigsby
Linda K. Simmeth.....Jewish Association on Aging
Karen A. Spaley.....United Methodist Services for the Aging
Kristy Terling, PHR.....UPMC
Michael R. Toney, PHR.....Paychex, Inc.
Paul J. Tripoli.....Self Employed
Stephanie P. Walker..Nationwide Advertising Service
Jennifer Wallace.....Crown Castle International
Kellie S. Yanek.....Pediatric Alliance, PC

The Power of Simplicity: Choosing to Live Your Life on Purpose

NEW BOOK EXPLORES THE POWER OF THE SIMPLISTIC LIFESTYLE

Professional organizer Patty Kreamer lays groundwork for making life less chaotic and easier through the power of choice

Most Americans are stressing out, and with good reason: High technology -- things such as high-speed Internet and instant messaging - are supposed to make life easier, but many find this technology actually runs their lives; **The 'instant-tizing' of America**, from ATM's to 5 minute loan approvals, is 'super-sizing' consumer debt; **Cell phones** have morphed from a convenience into intrusions on daily life; **Excessive activities for children** turn parents into 24/7 chauffeurs; **TV** soaks up so much of our time, watching it takes up 9 years of an average person's life.

But nationally-renown professional organizer Patty Kreamer says it doesn't have to be this way. Expanding the clutter-busting principles laid out in her popular book But I Might Need it Someday!, Kreamer's new book The Power of Simplicity: Choosing to Live Your Life on Purpose is a virtual roadmap for those in search of a more relaxed, productive and enjoyable life.

Kreamer probes the foundations of life stress and explores simplicity as a lifestyle, tackling the all-important issues of emotion and choice which drive so much of the habits which lead to confusing, out-of-control lives. Through examples and anecdotes, she explains why our lives are often so frenetic, and why so many of us feel the more we do, the less we really get done.

"In our society, where so much is happening so fast, many people simply roll with 'what is,' and get caught up in a kind of automatic cycle in which life happens to them, rather than choosing the life they really want," says Kreamer. "We've forgotten, in large part, the power of personal choice and the result is a scrambled, endless cycle of impulsive living and catching up and finding time." Kreamer's principles for simplifying and improving your life include things such as:

* The 'stop and pause' technique to avoid impulsive buying and rash decision making.

* The 'one out - one in' rule to keep homes neat and organized, so you never have to fear unexpected company again.

* Examine and prioritize - Ways to reduce family stress by cutting back on extra-curricular activities for kids and creating true 'family time.'

* Visualization and goal setting - The deceptively simple principle of envisioning the life you would like to have, and making it happen.

* The 'need vs. want' filter - Keeping emotion out of financial choices as a way to avoid frivolous spending and reduce debt-stress.

"The beauty of simplifying your life to make it more enjoyable and productive is that the process is itself essentially simple," adds Kreamer. "The same organizational principles I apply as a Professional Organizer also apply to life itself - choosing what is most important to you and taking affirmative steps in that direction. Just as a sloppy office desk leads to inefficiency and stress, an overloaded, unorganized or overwhelmed personal life makes life much more complicated than it has to be."

Patty Kreamer is the President of Kreamer Connect, Inc., a professional organizing firm. A nationally-known expert on personal and business organization, Patty provides realistic, easy-to-apply advice and strategies which empower individuals and companies to achieve improved effectiveness and productivity.

Patty's first book, But I Might Need it Someday! won rave reviews and is widely considered a classic of personal organization. The Power of Simplicity is available for purchase at www.Amazon.com or www.ByeByeClutter.com

Search no more.

Stop searching. Abra Suite is the complete source for cost-effective payroll and HR management.

You know that managing your workforce and keeping outsourcing costs down is essential to the success of your company. Few HR solutions provide these benefits to small and medium-sized companies without a massive investment of time and money. Abra Suite provides a cost-effective payroll and HR management solution that gives you the control you need to streamline administrative workflow. Schneider Downs will help you discover firsthand how this dynamic HR and payroll solution can be customized to meet the unique needs of your company.

ABRA best software Authorized Partner

SCHNEIDER DOWNS

INSIGHT ■ INNOVATION ■ EXPERIENCE

www.SchneiderDowns.com

Promoting Certification Within Your Chapter

Chapters are an integral part of the overall promotion of certification to members. Here are some ways SHRM chapter volunteers can market certification to non-certified chapter members.

* Have chapter presentations on the certification process either by a certified chapter member or contact HRCI for a speaker. HRCI makes available a variety of materials.

* Consider publicizing your chapter's study group or affiliated University program in local newspapers to interest non-member participants. (When they learn about your programs, they may decide to join your chapter!)

* Publicize certification test dates and deadline dates in your chapter newsletter.

* Publicize your chapter's study group and include information about certification (e.g., number of individuals certified, eligibility requirements).

* Offer incentives to certify, such as a rebate on all or part of the exam fee.

* Be sure to recognize members who receive their PHR or SPHR certification. There are a variety of recognition strategies you can adopt.

Promoting Recertification HRCI pre-approves selected SHRM chapter programs and workshops for recertification credit. SHRM chapters increasingly focus on providing professional development opportunities to advance the profession. HRCI applauds these efforts and will evaluate these programs on an individual basis for recertification credit.

SHRM chapters may submit their professional development activities for pre-approval toward PHR and SPHR recertification on-line.

HRCI's Certification Coordination Guide provides SHRM chapters with additional pointers and guidelines for promoting certification and recertification. A copy in MS-Word format is available for download.

Health Savings Accounts Summit Meeting

The Society for Physicians and Patients (SEPP) and The Allegheny Institute for Public Policy are presenting a Summit Meeting on the subject of Health Savings Accounts (HSA). The meeting will be Monday, September 27, 2004 at the Westin William Penn Hotel in Pittsburgh, PA. Registration begins at 7:30 a.m. with a continental breakfast. Senator Rick Santorum (R.PA) will speak at 9:00 a.m. followed by breakout sessions on 1) Implementation of HSA; 2) Tax and Economic Advantages of HSA; 3) Accessing Medical Care using an HSA. Presenters for these sessions will include Greg Scandlen, Director for Consumer Driven Healthcare at the Galen Institute and Nina Owchaninko, Sr. Policy Analyst at the Center for Health Policy Studies which is part of the Heritage Institute. Lunch will be served at 12:00 noon.

There will be exhibits by leading insurance carriers and benefit consultants to answer your questions about the feasibility of HSA for your company. Bring along census data if you would like to start the quoting process. This is a great opportunity to learn more about how to gain control of rising health care costs.

Admission for the Summit is $75 per person which includes the continental breakfast and luncheon. PHRA members who register by August 27, 2004 receive a $10 discount. Checks should be made payable to "HSA Summit 2004" and mailed to: SEPP, 2547 Washington Road, Pittsburgh, PA 15241

You can e-mail your reservation to cmiller@ambassadornursing.com and we will invoice your company.

PEOPLE DO Matter
RECOGNIZING INNOVATION IN HUMAN RESOURCES

Go ahead, brag a little...

We want to know what your organization is doing to demonstrate that people *do* matter.

The **"People Do Matter"** awards spotlight regional organizations that are implementing innovative human resource, training and organizational practices

Visit **www.peopledomatter.com** to nominate a program and learn more about the November 17 awards reception and networking event.

Deadline: September 1, 2004

Sponsored by:

pareto consulting 80|20 Solutions for Building Business Talent

MARSH The world's #1 risk specialist℠

PITTSBURGH BUSINESS TIMES

For additional information, please call **(412) 281-4783, ext. 3106** or email **vlund@alleghenyconference.org**.

The National Labor Relations Act Does Not Apply To American Employees On Temporary Assignment Outside The United States

In National Labor Relations Board v. Asplundh Tree Expert Co., 365 F.3d 168 (3d Cir. 2004), the United States Court of Appeals for the Third Circuit vacated a decision by the National Labor Relations Board (the "NLRB"), which found that the National Labor Relations Act (the "NLRA") would apply to American employees working temporarily outside of the United States for an American employer.

With its principal place of business in Willow Grove, Pennsylvania, Asplundh assists utility companies in keeping their power lines cleared of tree limbs. At its Cincinnati, Ohio location, Asplundh's employees are unionized. A collective bargaining agreement covers the workers when they are engaged in line clearance work on property owned by Cincinnati Gas & Electric Company and/or any of its subsidiaries.

In January 1998, Ottawa, Ontario, Canada entered into a contract with Asplundh for clearing electrical lines and trimming tree limbs following a major ice storm. Consistent with its prior policy, Asplundh did not require its employees to travel outside their normal locality for the providing of services. A group of employees nevertheless volunteered to provide these services, in return for $100.00 per day for food and hotel accommodations. These employees encountered a number of problems during their trip to Canada. By the time they arrived, they were hungry, fatigued, and disgruntled. Soon thereafter, they learned that their company had negotiated a hotel price of $61.00 per room, $14.00 less than the $75.00 figure that had been quoted to them in the United States. They also discovered that the allotment for food was insufficient for covering the high cost of food in Canada. Four of the employees agreed to approach their supervisor to request that the $14.00 savings for the hotel room be transferred to an increase in the per diem for food. When the company declined their request, the employees threatened not to work. In response, the company threatened to lay off the employees upon their return to Cincinnati. The two of the four employees who did not drop their demand, and who thereupon refused to work, were laid off upon their return to Cincinnati.

Although the NLRB and the company agreed that the collective bargaining agreement at issue was limited to the employees' work on property owned by Cincinnati Gas & Electric Company and/or one of its subsidiaries, the issue at hand was whether the concerted activity engaged in by the company's employees in Canada was protected under the NLRA. The administrative law judge (the "ALJ") ruled that the company had in fact engaged in unfair labor practices, in violation of section 8(a)(1), 29 U.S.C. § 158(a)(1), by interfering with, restraining, or coercing employees in the exercise of their section 7 rights. Section 7 guarantees employees the right to engage in _concerted activities" that relate to the terms and conditions of their employment. 29 U.S.C. § 157. On November 30, 2001, the Board affirmed the ALJ's decision in favor of the employees.

Although the Third Circuit agreed that congress had authority to enforce laws beyond the territorial boundaries of the United States, the question as to whether it had in fact exercised that authority is always a matter of statutory interpretation. 365 F.3d at 173. The Third Circuit acknowledged that, unless congress explicitly stated otherwise in legislation, the presumption would be against applying the laws of the United States outside its territorial borders. Id. (emphasis added). Although the Board agreed with this legal principle, it nevertheless argued that policy required that extraterritoriality should apply to American citizens working on temporary assignments outside the United States. Id. at 173-174 (emphasis added).

The Third Circuit agreed that section 10 of the NLRA, 29 U.S.C. § 160(a), empowers the Board to prevent any person from engaging in any unfair labor practice adversely affecting commerce. The court also agreed that the NLRA defines commerce so as to include any "trade, traffic, commerce, transportation, or communication among the several states . . . or between any foreign country." 365 F.3d at 174. The Third Circuit nevertheless referred to the Supreme Court's decision in EEOC v. Arabian American Oil Co., ("ARAMCO") 499 U.S. 244, 111 S.Ct. 1227 (1991) for additional guidance.

In ARAMCO, the United States Supreme Court declined to provide the Equal Employment Opportunity Commission ("EEOC") with authority to enforce Title VII outside the borders of the United States. To support its conclusion, the Supreme Court noted how congress had explicitly amended the Age Discrimination and Employment Act of 1967 (the "ADEA") to apply outside America's territorial borders. Had congress intended to apply Title VII in the same manner, said the Supreme Court, then it would have amended the Act. ARAMCO, at 245, 111 S.Ct. At 1229.

In applying the Supreme Court's reasoning in ARAMCO to the present case, the Third Circuit found against extraterritorial jurisdiction of the NLRA and NLRB. In its decision, the Third Circuit emphasized that congress knows how to provide extraterritorial application of its enactments when it desires to do so. For example, congress amended the ADEA to provide extraterritorial application following the Third Circuit's decision in Cleary v. Unites States Lines, Inc., 728 F.2d 607 (3d Cir. 1984). Similarly, congress amended the Americans With Disabilities Act (the "ADA") to provide for limited extraterritorial application following the Supreme Court's ARAMCO decision. The Third Circuit was careful to note, however, that congress had never amended the NLRA to provide any extraterritorial application under any circumstances. 365 F.3d at 180.

Although the employees had volunteered for the work in Canada, and the collective bargaining agreement in place had limited application, the crux of the Third Circuit's decision concerns the necessity of explicit congressional authority for a U.S. statute to be applied extraterritorially.

As of this writing, the NLRB had not petitioned the United States Supreme Court for an appeal. The NLRB has until July 22, 2004 by which to do so. I will advise the PHRA if any such petition is sought and/or granted.

Richard S. Canciello, Esquire
Meyer, Darragh, Buckler, Bebenek & Eck, PLLC
(412) 553-7116

For PHRA Perspectives Advertising Opportunities contact Angela Apple 412-349-1410 or aapple@tribweb.com

PHRA 19th Annual Golf & Bocce Outing

It was a hazy, humid day for our 19th Annual Golf and Bocce Outing, but that didn't deter any of our loyal participants. Even though it started to rain on the finalists in bocce and the last hole or so on the golf course, everyone had a good time. And of course the sun came out as soon as the cookout was finished!

Congratulations to the golfers who left with trophies: 1st place foursome: Larry Basilone, Floyd Oliver, Bill Brundage, Ron Sinchak; 2nd place: Ben DeMaria, Mike Hudak, Lorin Lacy, David Jarrett; 3rd place: Dan Logan, Mike Dziewisz, Joe Cavucci, Tony Gomulka; Closest to the Pin: Lou Pietrogallo; Longest Drive: Rich D'Amore; Longest Putt: Davie Huddleston; Marco Polo award: the names are being withheld to protect the innocent! (Hey, all that matters is that you had a good time!)

Bocce trophy winners: 1st place: Gary Seech & Dawn Vazzana; Runners up: Jon McDonald & Bill Caraway

Although the people we need to thank are too numerous to mention, we'll give it a shot (and our apologies if we miss someone.) We thank our event sponsors, donors, and tee box sponsors for all of your support. We want to give special thanks to all of those on the Networking Committee who worked so hard on this event to make it a huge success. We thank Kelly Scott for running the bocce tournament. Thank you, Deb and Kelly Keenan, and Jane Allen, who drove the coveted beer carts! Last but not least, we are so thankful for the support, encouragement, and hard work of Lori Bello and Beth Brozinski, who worked late into the evening the night before, making sure all the details were ironed out. Thank you SO MUCH - we couldn't have done it without you!

Lynn Broman, PHR and Bob Padgett, SPHR
Networking Co-chairs

Gary Seech, Dawn Vazzana, Jon McDonald, & Bill Caraway (L-R) - Our 2004 Bocce Winners and Runners-Up.

Southpointe Golf Pro Ned Weaver proudly announces the Best Foursome, winning again for the fourth year in a row! (Is this fixed?) Larry Basilone, Floyd Oliver, Bill Brundage & Ron Sinchak.

PHRA Networking Events

Join your PHRA friends at Bar Louie, Station Square, on August 31st as we celebrate summer and look forward to "kicking off" a great Steelers season. Wear your black & gold to support the team! Weather permitting, we will be gathering on the patio, with a great view of the river, downtown, and Bessemer Court. Be sure to RSVP by August 20.

Check the website for pictures of the 2004 Golf and Bocce Outing that was held on Friday, July 23!

Other important Networking events you won't want to miss:

September 23 - Wine Tasting at the Rivers Club

November 17 - Dave & Buster's, Waterfront, Homestead

December 14 - Holiday Party at the Priory, North Side

Be sure to mark these dates on your calendar, and check www.pittsburghhra.org for updates and to register.

Lynn Broman, PHR and Bob Padgett, SPHR
Networking Co-chairs

Give yourself a break.
Delegate.
Posti & Associates, Inc.
Human Resource Services
Consulting
Coaching
Outplacment
Interim HR Staffing
Training & Development
Foster Plaza, Greentree
www.postiinc.com
724-942-7850
Getting RESULTS in human resources since 1992.
Then celebrate!

HR Professionals Get the Picture

Camera phone technology could expose employers to new risks

By Kathryn Terrell, PHR

Is there anything in your workplace you'd rather not see on the Internet? Your organization's new business plan, client lists, marketing strategy or financials? Embarrassing photographs of employees?

Your workplace may already be at risk to proprietary leaks or worse if you have no boundaries on the use of camera- and video-enabled cell phones. Some companies already have policies that protect work product, manufacturing processes, employees and clients from unauthorized picture taking and videotaping. But the ubiquitous cell phone, combined with wireless Internet connectivity and new imaging features, may be an overlooked exception to the camera rule. And that oversight could be damaging in a courtroom.

Already there is a growing body of complaints and legal claims involving surreptitious picture taking with camera phones. Public and private sector officials are rethinking policies and employee practices, and whether the routine convenience of the device outweighs its risk of exposure. And lawmakers in several states are considering laws to make certain abuses a crime.

Companies may, understandably, be reluctant to ban camera phones in the workplace. Early camera phone models are limited to viewing-only of low-resolution images shared among subscribers of the same provider network and seemingly aren't much to fret about. But newer camera phone models produce images of much higher quality, and new software allows users to store, edit and print images, or instantly transmit them over the Internet.

Uses of camera phones could mean new workplace rules to avoid potential problems such as unauthorized imaging of internal documents, theft-by-photograph of employee or client data, industrial espionage and more.

Jack Gold, an analyst with the technology research unit Meta Group, recommends caution in all cases. "All companies, not just those handling sensitive materials, should ban employees and visitors from bringing camera-enabled phones into the premises," he says.

No spies lurking in the shadows of your workplace? Camera phones are also blamed for far less clandestine activities, through just as serious. A case handled by Cleveland attorney Stephanie Trudeau of the firm Ulmer & Berne involves an employee charged with using a camera phone to take a photo of a co-worker from behind without permission.

"Even in working environments where (security) issues are not a concern, employers should, at a minimum, announce a rule that employees should 'ask before you snap,' no matter where or what the subject," Trudeau says.

The potential for sneaky picture taking is especially worrisome in areas such as restrooms and dressing rooms where employees have a reasonable expectation of privacy. Such cases could result in a new wave of costly sexual harassment lawsuits, especially if embarrassing images are distributed or posted to an Internet site.

Even if a law is not broken, problems could ensue. "There might not be a legal basis for a claim," says Philip Gordon, partner at the law firm Littler Mendelson in Denver and fellow of the nonprofit Privacy Foundation at the University of Denver, "but certainly it could undermine morale and create dissension in the workplace" (Rocky Mountain News, 2004).

Whether inappropriate actions are done impulsively in a moment of misjudgment or purposefully and covertly, camera phones can provide willing employees the means to do harm.

Companies should examine their own vulnerabilities. If actions are called for, employers should address the issue with a policy that provides for the organization's security and manages risks while considering employees' needs to use cell phones for personal reasons and emergencies. The policy should clearly outline expected conduct. And it should communicate the company's commitment to protect personal privacy and maintain a pleasant and productive work environment.

Gordon suggests that some companies may want to consider restricting the phones in sensitive areas such as locker rooms and research facilities and otherwise have policies against abusive uses and trust employees to follow those policies (Rocky Mountain News, 2004).

For other employers, enforcement of a camera phone policy could be problematic, however, if a policy simply states "no unauthorized use." It is usually difficult to distinguish between someone using a cell phone and someone taking a picture. Even if a camera phone emits an audible beep when a picture is snapped, it may not always provide sufficient and obvious notice to the unsuspecting.

An outright ban of all cell phones, with or without imaging features, would make a camera phone policy easier to enforce, says Houston employment lawyer J. Bradley Spalding of the firm Littler Mendelson (Houston Business Journal, 2004). "The advantage of a complete ban on cell phones, when warranted, is that there is no question when the rule is being broken. Simply having a cell phone in your possession is against the rules, period."

When crafting a policy, don't overlook other handheld devices that may also have wireless networking features and are camera- and video-enabled. They include workplace staples such as personal digital assistants (PDAs) and new devices such as Pocket PCs, which are set to enter the market. Unless picture taking is business-justified, companies might avert potential problems by setting handheld equipment standards that specify devices without picture-taking functionality.

Technical solutions to help prevent camera misuse are coming -- jammers to disable the imaging function in a security zone and buzzers to signal when a photo has been taken. In the meantime, a clearly defined policy that is evenly applied is one key to avoiding problems.

As always, consult your legal counsel before finalizing your policy.

Be aware that new camera technologies will likely result in new workplace and legal issues as standards are established concerning how cases involving misuse are handled. If problems arise, seek legal advice early.

Kathryn Terrell, PHR, is a human resources professional who specializes in policies that relate to the mobile workforce and employee use of technology. For questions or more information, she can be reached at kterrell@hrinprint.com or www.hrinprint.com.

Watch your mail the first week of October for the next issue of

PERSPECTIVES

NEWS OF INTEREST TO MEMBERS OF THE PITTSBURGH HUMAN RESOURCES ASSOCIATION PHRA

A Leadership Development Agenda that Works

If you question the value of investing in leadership development, ponder this:

In the 17th century, the British established the Royal Navy, which dominated the seas for 300 years. British naval power rested not so much on numbers or superior ship construction, but on the professional class of its officers.

This quote from the Military Encyclopedia implies that effective leadership significantly impacted the success of a nation. What principle can be learned from the example and how might we apply this principle to our companies? The answer is critical because too little of what we know to be true about leadership becomes part of actual leadership practice. It is clear that we must develop more effective ways to build organization-wide leadership practice.

To start, throw out all those individual assessments! By the time most people obtain leadership positions, they have received so much feedback that they are quite aware of their strengths and weaknesses. Why belabor the point? In many cases if they were going to make improvements, they would have done so long ago. This year's performance appraisal looks much the same as last year's. What do people do with all that feedback anyway? We know the answer: they file it away till next year. Why waste your limited budget on more individual assessment instruments when you know that the impact will be minimal? Rather, put your resources where there will be a close connection between learning the skills and doing the leadership work.

Blasphemous you say? In the 1600s the British Navy did not have Meyers Briggs or other personality assessments. They did not do individual assessments. They would not have dreamt of doing so. Rather, they focused on the needs of the fleet: "What kinds of people do we need to win naval battles?"

Start leadership development by defining your organization's leadership needs based the business environment. Period! When individual leaders fail to implement necessary improvements in their leadership practices after they participate in development activities they lose career opportunities. But when their organizations invest significant development dollars and energy to improve leadership, the real cost of failure to implement is serious. The long-term staying power of the whole organization may be affected. Because leaders are more likely to learn and change when they encounter a compelling external demand, focusing on organization need rather than individual need generally overcomes the resistance to admitting that they are less than perfect. In other words, focusing on organization need fosters a learning environment.

If we can't develop leaders on the basis of their individual weaknesses how do we develop leadership capability in the organization? This is a critical question only if we believe leadership is an art. Is it more important for a physician to display a kindly bedside manner or to provide effective diagnosis and treatment? We want our physician to understand the human body as a system, how all the parts relate to each other, and how our health can be restored. Before physicians can legally practice, they must demonstrate proficiency in the science of medicine. Given a choice, most of us will overlook a rude bedside manner in favor of help in managing illness and health.

But when it comes to selecting and following leaders we often overemphasize relationship skills and style and minimize knowledge of leadership practices. Undoubtedly, relationship skills are important, but they may not be critical. Why don't we expect leaders to have at least a basic understanding how organizations and teams work? For example, how do skilled leaders make strategic decisions and create core organization competence? Unfortunately many leaders operate as if the issues they must address are new and unique when, in fact, a better understanding of the science of organizations could provide valuable insights. The balance between leadership as art and leadership as science can be corrected. Perhaps most leaders function as managers because they know how to manage. Perhaps leaders fail to lead because they don't know the principles and the science of leadership. Now this possibility opens up a new set of development options.

Here is an example. Suppose production employees decided one day that they would make decisions using their intuitions. All existing system processes and team work would be out the door. Chaos would ensue. Then why do leaders believe that they must operate intuitively simply because they are unaware of leadership methods with which to address the complex issues? If you look closely at the work to be performed by leaders, you will find that all leaders have to accomplish the same organizational work. They all face the same hurdles. Some hurdles may be higher than others, but they all must do the same work. In other words, below the apparent chaos of leadership work there is rhythm, pattern, and order. Leadership can be understood and implemented as an orderly process. Following the leadership process will more likely lead to a positive result for the organization. Knowing the leadership process is like holding the keys to the kingdom. Regrettably, most people who hold responsible leadership positions don't understand the leadership process. They operate as managers, not leaders.

When leaders in your organization understand the same leadership process, use the same leadership language, and apply the same leadership tools, they develop their capacity to work together to create an effective organizational leadership team. It then becomes possible to create a common leadership agenda.

The quote from the Military Encyclopedia doesn't cite a single leader as the major reason for success. It doesn't highlight a single Jack as responsible for the total success of the British Navy. Leadership is not a solo act. Yes, a leader is an individual, but leadership is a team concept. Effective leadership requires more skills than any one individual is likely to possess. Ask any group of people to list their expectations of a good leader and soon they will have filled several flip chart pages. Most members of the group expect their leaders to be great strategic thinkers, practical politicians, and solid business people. They also expect their leaders to possess strong values and integrity. Peter Block once described this phenomenon as our wanting in our leaders, "the parents we never had." It is highly unlikely that one person can successfully fit such a demanding job description.

Building a team of leaders with complementary skills is clearly the most promising approach to achieving organizational greatness. To accomplish this end requires us to give up our long-held assumptions about leaders. In our role as leadership development professionals we must view leadership as a strategic function, to be undertaken by a group of people who will provide direction, competence, and implementation.

Organization leadership effectiveness can be measured and systematically improved.

In the early 1500s scurvy was a significant problem for maritime explorers. Vasco da Gama and Magellan both lost the majority of their crews to the disease. In 1617 Woodall, a physician, prescribed lemon juice as the cure for scurvy. No Naval leader listened. In 1747, Lind, also a physician, developed a simple experiment demonstrating that oranges and lemons cured scurvy. Although Lind documented his findings in his Treatise on Scurvy, it took him 41 years to convince the British Royal Navy to implement the recommendation to provide oranges and lemons to the crew.1

How long will it take us to abandon ineffective practices and embrace proven leadership practices in our organizations?

Ralph Jacobson
Synthesis Consulting, Inc.
7801 East Bush Lake Road, Suite 360
Minneapolis, MN 55439
952-831-7488
Ralph@theleaderstoolbox.com
www.theleaderstoolbox.com

A paper as diverse as your needs.

Trib Classifieds deliver more than 1/2 million Sunday readers – most of them unique readers, people you won't reach with any newspaper. Trib Classifieds deliver greater coverage in more counties and more communities. And Trib Classifieds deliver diversity. When you place a recruitment ad in the Sunday Trib you also reach over 20,000 subscribers of the New Pittsburgh Courier – the area's leading African-American publication.

TRIB CLASSIFIEDS
Get what you want

Call Brandon Wilson
412.349.1423
bwilson@tribweb.com